

**SECRET**

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12 JAN 1977

MEMORANDUM FOR: Director of Central Intelligence  
VIA : Deputy Director for Administration  
FROM : F. W. M. Janney  
Director of Personnel  
SUBJECT : Agency Middle Level Manager Survey  
REFERENCE : Memo for DCI fr D/Pers dtd 21 Apr 76, subj: Morale  
of Agency Employees

1. Attached for your information is a report of the findings of a special attitudinal survey of selected Agency supervisory personnel.
2. Last spring you asked that I proceed to develop a survey directed at our mid-level Agency supervisors who, being close to the employee work situation, might throw more light on the extent public exposure, Congressional inquiry, and other recent developments have impacted on both employee morale and operating effectiveness. We formulated a questionnaire and solicited the views of staff and division chiefs in the Administration, Intelligence and Science and Technology Directorates and area branch chiefs or equivalent positions in the Operations Directorate. The questionnaire asked those incumbents in these positions for their perceptions from two separate stances: Participants were asked first to evaluate the feelings and/or the behavior of those they supervised (Section A), and, second, to evaluate their own feelings as to the impact events of the past two years have had on them in their official capacity in managing the operations of their branch or division (Section B).

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3. Of the [redacted] Washington Metropolitan Area supervisors surveyed, we received [redacted] responses, i.e., a return rate of 87%. Nearly 80% of the respondents provided written comments to individual questions and some 34% offered additional comments at the end of the questionnaire citing factors they believed of special importance. We consider the response rate to be excellent and the fact that so many supervisors took the time to further clarify their perceptions by providing written comments gives us considerable confidence in the significance of the results.

[redacted]

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F. W. M. Janney

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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Agency Middle Level Manager Survey

| FROM:  | DATE     |           | EXTENSION          | NO.   |
|--|----------|-----------|--------------------|---|
| TO: (Officer designation, room number, and building) | RECEIVED | FORWARDED | OFFICER'S INITIALS | COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)   |
| 1. Deputy Director for Administration<br>7D 26 Hqs.  |          |           |                    | As cited in the final section of the attached survey report, i.e., "Conclusions" the findings have significant implication as to the timing and kinds of actions top-level management should or should not consider in the months to come. Many of the Agency's mid-level managers have expressed concerns which if not adequately addressed could hurt the Agency in its efforts to become more efficient and effective in accomplishing its missions. |
| 2.   |          |           |                    |   |
| 3.   |          |           |                    |   |
| 4.   |          |           |                    |   |
| 5.   |          |           |                    |   |
| 6.   |          |           |                    |   |
| 7. Director of Central Intelligence<br>7E 12 Hqs.    |          |           |                    | For this reason, we feel it would serve management's interests to employ the services of a specialist in organizational behavior who could most fully exploit the survey findings. It would seem appropriate to consider  |
| 8.   |          |           |                    |   |
| 9.   |          |           | STAT               | a recognized expert in this field and an individual experienced in providing such consultative services to several large industrial firms. It happens that _____ currently conducts a seminar on leadership twice each year for Agency supergrade officers. We would be pleased to determine his availability should you so desire.   |
| 10.  |          |           | STAT               |   |
| 11.  |          |           |                    |   |
| 12.  |          |           |                    |   |
| 13.  |          |           |                    |   |
| 14.  |          |           |                    |   |
| 15.  |          |           |                    |   |

F. W. M. Janney